PAY EQUITY
EQUALITY AT WORK

Pay Equity Implementation in Manitoba Crown Corporations and Universities

Executive Summary

Manitoba
Labour
Pay Equity
Bureau

92-00586/

Minister of Labour

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

To His Honour
George Johnson, M.D.
Lieutenant-Governor of Manitoba

May It Please Your Honour:

I am privileged to present the report of the Manitoba Labour Pay Equity Bureau on implementation of The Pay Equity Act in Manitoba Crown corporations and universities.

Respectfully submitted,

Darren Praznik.

Honourable Darren Praznik
Minister of Labour

Manitoba

Deputy Minister of Labour

Winnipeg, Manitoba, CANADA
R3C 0V8

Honourable Darren Praznik
Minister of Labour

Sir:

I am privileged to present the report of the Manitoba Labour Pay Equity Bureau on implementation of The Pay Equity Act in Manitoba Crown corporations and universities.

Respectfully submitted,

Roberta Ellis-Grunfeld
Deputy Minister of Labour

PAY EQUITY IMPLEMENTATION IN MANITOBA CROWN CORPORATIONS AND UNIVERSITIES

EXECUTIVE SUMMARY

Manitoba Labour
Pay Equity Bureau
May 1991

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APPENDIX B Unions and Associations Involved in Implementation Of The Pay Equity Act in Manitoba Universities

EXECUTIVE SUMMARY

BACKGROUND

* Twenty Crown corporations and the four universities in Manitoba began the process of implementing pay equity on October 1, 1986 as mandated by The Pay Equity Act. Table A:1 provides a list of the Crown corporations and Table B:1 provides a list of the universities.

* The Pay Equity Act required employer and employee representatives to negotiate and reach agreements by specific deadlines concerning pay equity implementation, followed by a period of up to four years for the phasing in of pay equity wage adjustments.

* The Act obliged each employer, through negotiation with bargaining agents for unionized employees and employee representatives for non-unionized employees, to select and/or develop a single, gender-neutral job evaluation system and to determine the female and male-dominated classes to which the job evaluation system was to be applied, by June 30, 1987 (first agreement).

* After the job evaluation process was completed, a second round of negotiations commenced to assess if gender-based pay inequities existed and, if so, to negotiate the exact allocation and phasing in of necessary pay equity adjustments (second agreement). Parties had up to September 30, 1988 to reach the second agreement and the pay equity adjustments commenced on October 1, 1988.

* As mandated by The Pay Equity Act, the Pay Equity Bureau was established in Manitoba Labour in 1985. One of the major responsibilities of the Bureau was to monitor the implementation of pay equity. During the two-year negotiation process, parties were required to file information, based on their first and second agreements, with the Pay Equity Bureau.

* The information presented in this report is based on the material provided by these organizations to the Pay Equity Bureau.

A. PAY EQUITY IMPLEMENTATION IN MANITOBA CROWN CORPORATIONS

Highlights of pay equity implementation in Crown corporations include:

- Twenty Crown corporations commenced pay equity implementation on October 1, 1986 as mandated by The Pay Equity Act (Table A:1).

- The 20 Crown corporations varied according to industrial sector with the highest number of corporations (seven) being in the service sector, followed by four in the finance and insurance sector, three in logging and forestry, two in utilities, two in mining and oil and two in retail and wholesale trade (Table A:1).

- Thirteen of the Crown corporations had one or more bargaining agents and approximately 89% of the employees in the overall workforce were unionized. Ten unions were involved in pay equity implementation in Crown corporations (Table A:1). A complete list by name is attached as Appendix A. The Manitoba Government Employees' Association (MGEA) had the highest level of representation with bargaining agents in eight of the Crown corporations. Seven of the smaller Crown corporations, (under 100 employees), comprising 2.5% of the female workforce, were non-unionized.

- Upon commencement of the pay equity audit on October 1, 1986, the 20 Crown corporations had approximately 13,148 employees with 4,530 women (34.5%) and 8,618 men (65.5%) (Table A:2).

- Three Crown corporations: Manitoba Telephone System, Manitoba Hydro and Manitoba Public Insurance Corporation employed the majority of the overall workforce in these 20 organizations (77.9% or 10,237 employees) (Table A:2).

- Manitoba Telephone System employed 53.3% or 2,416 of the 4,530 women employees in these Crown corporations, followed by Manitoba Hydro (14.8%) and Manitoba Public Insurance Corporation (10.5%) (Table A:2).

- In the first phase of negotiations, parties representing the corporations negotiated the inclusion of 3,581 workers (27.2% of total workforce) in female-dominated job classes and 6,167 (47.5% of total workforce) in male-dominated classes into the pay equity audit.

- The inclusion of these female classes resulted in approximately 74% of the female workforce or 3,362 women being potentially eligible for pay equity adjustments.

- Seven of the 20 crown corporations did not have sufficient male and female-dominated classes for comparison purposes. These organizations were: Channel Area Loggers, Communities Economic Development Fund; Leaf Rapids Town Properties; Manitoba Development Corporation; Manitoba Mineral Resources Ltd.; Manitoba Oil and Gas Corporation; and Moose Lake Loggers Ltd.. After consultation with the Pay Equity Bureau, these seven Crowns did not proceed to the second phase of the pay equity audit.

- However, Leaf Rapids Town Properties adjusted one clerical class and Manitoba Mineral Resources Ltd. adjusted two clerical classes to match the comparable pay equity adjustments for clerical classes in the civil service.

- The 13 Crown corporations with male and female job classes to be compared, selected and/or developed job evaluation systems which used weighted, point factor methodologies. Eleven Crown corporations selected job evaluation systems through consulting firms, while two developed their own in-house systems (Table A:3).

- Parties negotiated a variety of methodologies for comparison of female and male-dominated job classes. Parties representing six corporations negotiated to move the female pay line to the male pay line, while two organizations negotiated to move the female job classes to the male pay line, four corporations negotiated job-to-job class comparisons and one corporation negotiated banding (Table A:3).

- Nine Crown corporations identified gender-based pay inequities, encompassing 70.4% of the female-dominated classes or 88.4% of the potentially eligible employees whose job classes were assessed for possible pay equity adjustments.

- Four Crown corporations, Manitoba Agricultural Credit Corporation, Manitoba Centennial Corporation, Manitoba Crop Insurance Corporation and Venture Manitoba Tours Ltd. identified no gender-based pay inequities for the classes they compared.

- Overall, 3,324 Crown employees (92.3% female, 7.7% male) in nine Crown corporations received pay equity adjustments. This total represented approximately 68.2% of the female workforce and 25.6% of the overall workforce in these nine organizations (Table A:4).

- The average pay equity adjustment per class for these nine organizations was $1.68 or 14.2% per hour. Adjustments ranged from 6.1% or $0.75 per hour at Workers' Compensation Board to 17.4% or $2.01 per hour at Manitoba Telephone System (Table A:4).

- When pay equity adjustments were assessed by industrial sector, the logging and forestry sector (Manfor Ltd.) had the highest adjustments of $2.22 or 16.2% per hour, followed by the two utilities (Manitoba Telephone System and Manitoba Hydro) at $1.83 or 15.7% per hour. The two Crown corporations in the finance and insurance sector had the lowest average adjustments of $1.00 or 7.3% per hour.

- Based on size of establishment, the five Crown corporations with over 300 employees had the highest adjustments of $1.84 or 14.9% per hour. The four Crown corporations with 100 to 299 employees which identified gender-based pay inequities had average adjustments per class of $1.30 or 12.4% per hour. One corporation with 262 employees and all 10 corporations with under 100 employees had no pay equity wage adjustments.

- According to type of occupation, the clerical groupings, for example secretaries, clerks and bookkeepers represented the majority of classes (81.3%) receiving adjustments with an average adjustment per hour of $1.64.

- Total payroll costs for pay equity adjustments within Crown corporations were directly related to the percentage of the workforce receiving pay equity adjustments. For example, Manfor Ltd. with 5.5% of its workforce receiving adjustments had a total payroll cost of 0.6%, while Manitoba Telephone System with 39% of its workforce receiving adjustments had a total payroll cost of 4.0% (Table A:4).

- Overall, the average total payroll cost for the nine corporations implementing pay equity adjustments was 1.97% (Table A:4).

- Pay equity wage adjustments commenced in all nine Crown corporations as of October, 1988. Parties negotiated the number of years for phasing in the pay equity adjustments. Four corporations chose to phase in the adjustments over four years, one corporation negotiated three years, three corporations negotiated two years and one corporation phased in adjustments in one year (Table A:4).

- More detailed information concerning pay equity implementation and results in Crown corporations is presented in the report Pay Equity Implementation in Manitoba Crown Corporations available from the Pay Equity Bureau, Manitoba Labour.

TABLE A:1
CROWN CORPORATIONS UNDER THE PAY EQUITY ACT
AS OF OCTOBER 1, 1986

Crown Corporation	Industrial Sector	Bargaining Agents*	Other Pay Equity Negotiators
A.E. McKenzie Company Ltd.	Agricultural seed (Wholesale trade)	MFCW	
Alcoholism Foundation of Manitoba	Service (Health & Social)	MGEA	
Channel Area Loggers	Logging & Forestry	N/A***	
Leaf Rapids Town Properties Ltd.	Service (Real Estate)	N/A***	
Manfor Ltd.	Logging & Forestry (Pulp & Paper)	CPU, IWA	non-unionized employee representatives
Manitoba Agricultural Credit Corporation	Finance & Insurance	MGEA	Civil Service Commission
Manitoba Centennial Centre Corporation	Service (Real Estate)	MGEA	Civil Service Commission
Manitoba Crop Insurance Corporation	Finance & Insurance	MGEA	Civil Service Commission
Manitoba Data Services	Service (Business)	MGEA	
MDC/CEDF**	Service (Business)	N/A***	
Manitoba Hydro	Utility	AMHSSE, CUPE, IBEW, MPHEng	
Manitoba Liquor Control Commission	Trade (Retail)	MGEA	
Manitoba Mineral Resources Ltd.	Mining & Oil	N/A	
Manitoba Oil and Gas Corporation	Mining & Oil	N/A	
Manitoba Public Insurance Corporation	Finance & Insurance	MGEA	
Manitoba Telephone System	Utility	CWC, IBEW, TEAM	
Moose Lake Loggers Ltd.	Logging & Forestry	N/A***	
Venture Manitoba Tours Ltd.	Service (Accommodation and Food)	MGEA	Civil Service Commission
Workers' Compensation Board	Finance & Insurance	CUPE	non-unionized employee representatives

* For listing of bargaining agents and negotiators, see Appendix A.
** Manitoba Development Corporation/Communities Economic Development Fund.
*** Not applicable (non-unionized)

Source: Manitoba Labour, Pay Equity Bureau

TABLE A:2

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN CROWN CORPORATIONS

PHASE I: OCTOBER 1, 1986 - JUNE 30, 1987

Crown Corporation	Female Employees		Male Employees		Total Employees		Employees in Female Classes		Employees in Male Classes	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total	Number	% of Entity	Number	% of Entity
A.E. McKenzie Company Ltd.	129	70.9%	53	29.1%	182	1.4%	112	61.5%	34	18.7%
Alcoholism Foundation of Manitoba	98	51.3	93	48.7	191	1.5	47	24.6	12	6.3
Channel Area Loggers Ltd.	2	5.6	34	94.4	36	0.3	0	0.0	0	0.0
Leaf Rapids Town Properties**	1	20.0	4	80.0	5	0.04	0	0.0	0	0.0
Manfor Ltd.	47	7.0	622	93.0	669	5.2	32	4.8	289	43.2
Manitoba Agricultural Credit Corporation	20	37.0	34	63.0	54	0.4	17	31.5	17	31.5
Manitoba Centennial Centre Corporation	32	35.2	59	64.8	91	0.7	25	27.5	14	15.4
Manitoba Crop Insurance Corporation	62	23.7	200	76.3	262	2.0	43	16.4	17	6.5
Manitoba Data Services	90	43.3	118	56.7	208	1.6	44	21.2	92	44.2
MDC/CEDF*	10	40.0	15	60.0	25	0.0	0	0.0	0	0.0
Manitoba Hydro	668	16.8	3,302	83.2	3,970	30.6	551	13.9	2,650	66.8
Manitoba Liquor Control Commission	262	33.9	512	66.1	774	6.0	78	10.1	597	77.1
Manitoba Mineral Resources Ltd.**	2	14.3	12	85.7	14	0.1	0	0.0	0	0.0
Manitoba Oil and Gas Corporation	9	60.0	6	40.0	15	0.1	0	0.0	0	0.0
Manitoba Public Insurance Corporation	477	45.4	574	54.6	1,051	8.1	353	33.6	216	20.6
Manitoba Telephone System	2,416	46.3	2,800	53.7	5,216	39.7	2,135	40.9	2,171	41.6
Moose Lake Loggers Ltd.	6	8.0	69	92.0	75	0.6	0	0.0	0	0.0
Venture Manitoba Tours Ltd.	32	58.2	23	41.8	55	0.4	7	12.7	3	5.5
Workers' Compensation Board	167	65.5	88	34.5	255	2.0	137	53.7	55	21.6
Total	4,530	34.5%	8,618	65.5%	13,148	100.0%	3,581	27.2%	6,167	47.5%

* Manitoba Development Corporation/Communities Economic Development Fund ** Adjustments to clerical based on civil service pay equity results

Source: Manitoba Labour, Pay Equity Bureau

TABLE A:3

CROWN CORPORATIONS

METHODOLOGIES FOR ASSESSMENT OF GENDER-BASED PAY INEQUITIES

Crown Corporation	Job Evaluation System	Wage Rate ($/hour)	Methodology
A. E. McKenzie Company Ltd.	Point Factor Stevenson-Kellogg (Aiken Plan)	Present wage rate (one pay level)	Female pay line to male pay line
Alcoholism Foundation of Manitoba	Point Factor Hay & Assoc.	Maximum	Female pay line to male pay line
Manfor Ltd.	Point Factor W. M. Mercer Ltd.	Present wage rate (one pay level)	Banding
Manitoba Agricultural Credit Corporation	Point Factor Hay & Assoc.	Maximum	Job-to-job comparison
Manitoba Centennial Centre Corporation	Point Factor Hay & Assoc.	Maximum	Job-to-job comparison
Manitoba Crop Insurance Corporation	Point Factor Hay & Assoc.	Maximum	Job-to-job comparison
Manitoba Data Services	Point factor Designed In-House	Maximum	Female job class to male pay line
Manitoba Hydro	Point Factor Designed In-House	2/3 up the pay range	Female pay line to male pay line
Manitoba Liquor Control Commission	Point Factor Stevenson-Kellogg (Aiken Plan)	Union classes: maximum Non-union classes: mid-point	Female pay line to male pay line
Manitoba Public Insurance Corporation	Point Factor Hay & Assoc.	3rd step of pay range	Female pay line to male pay line
Manitoba Telephone System	Point Factor Stevenson-Kellogg (Aiken Plan)	Maximum	Female job class to male pay line
Venture Manitoba Tours Ltd.	Point Factor Hay & Assoc.	Maximum	Job-to-job comparison
Workers' Compensation Board	Point Factor Peat Marwick	Maximum	Female pay line to male pay line

Source: Manitoba Labour, Pay Equity Bureau

TABLE A:4

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN CROWN CORPORATIONS

PHASE II: JULY, 1987 - SEPTEMBER 30, 1988

Crown Corporations*	Employees Receiving Adjustments[1] Females Number	Females % of Total Females	Males Number	Males % of Total Males	Number	Total Percent of Entity	Average[1] Adjustment Per Class Dollars	Average[1] Adjustment Per Class Percent**	Number of Years Phasing-In	Total Cost[1] Percent of Total Payroll
A.E. McKenzie Ltd.	47	36.4%	0	0.00%	47	25.8%	$1.25	16.0%	4	4.0%
Alcoholism Foundation of Manitoba	32	32.7	1	1.1	33	17.3	1.95	15.1	4	2.1
Manfor Ltd.	37	78.7	0	0.0	37	5.5	2.22	16.2	2	0.6
Manitoba Agricultural Credit Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Centennial Centre Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Crop Insurance Corporation	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Manitoba Data Services	19	21.1	6	5.1	25	12.0	1.66	11.8	2	0.4
Manitoba Hydro	508	76.0	87	2.6	595	15.0	1.75	14.9	2	1.6
Manitoba Liquor Control Commission	56	21.4	4	0.8	60	7.8	1.79	16.5	3	1.2
Manitoba Public Insurance Corporation	326	68.3	35	6.1	361	34.3	1.20	8.3	1	1.6
Manitoba Telephone System	1,941	80.3	104	3.7	2,045	39.2	2.01	17.4	4	4.0
Venture Manitoba Tours Ltd.	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0
Workers' Compensation Board	103	61.7	18	20.5	121	47.5	0.75	6.1	4	2.1
Total	3,069	68.2%	255	3.0%	3,324	25.6%	$1.68***	14.2%***		

Average Cost = 1.97%***

[1] 1988

* Information based on the 13 Crowns that proceeded to Phase II.
** Represents the average of the percentage increase, not the percentage of the average dollar increase.
*** Totals and averages for 9 crowns implementing adjustments.

Source: Manitoba Labour, Pay Equity Bureau

B. PAY EQUITY IMPLEMENTATION IN MANITOBA UNIVERSITIES

Highlights of pay equity implementation in Manitoba universities include:

- The four universities, Brandon University, Collège universitaire de Saint-Boniface, University of Manitoba and University of Winnipeg, commenced pay equity implementation on October 1, 1986 as mandated by The Pay Equity Act.

- All four organizations had three or more bargaining agents with approximately 71.4% of the employees in the overall university workforce being unionized. Seventeen unions and associations were involved in pay equity implementation in universities. A complete list is attached as Appendix B. The Association of Employees Supporting Education Services (AESES) had the highest level of representation with bargaining agents in two of the universities (Table B:1).

- Upon commencement of the pay equity audit on October 1, 1986, the four universities had approximately 7,526 employees with 3,321 women (44.1%) and 4,205 men (55.9%) (Table B:2).

- The University of Manitoba employed the majority of the overall university workforce (84.4% or 6,355 employees). The University of Winnipeg employed 9.3% or 701 of the 7,526 employees in these organizations, followed by Brandon University (5% or 377 employees), and Collège universitaire de Saint-Boniface (1.2% or 93 employees) (Table B:2).

- In the first phase of negotiations, both employer and employee representatives for these organizations negotiated the inclusion of 1,910 employees (25.4% of total workforce) in female-dominated job classes and 2,630 (34.9% of total workforce) in male-dominated classes into the pay equity audit (Table B:2).

- The inclusion of these female classes resulted in approximately 50.8% of the female workforce or 1,688 women being potentially eligible for pay equity adjustments.

- Parties negotiating for all four universities selected and/or developed job evaluation systems which used weighted point factor methodologies. Three of the universities selected job evaluation systems provided by Hay and Associates, while Collège universitaire de Saint-Boniface developed its own in-house system (Table B:3).

- Parties negotiated different methodologies for comparison of female and male-dominated job classes. Parties representing Brandon University, Collège universitaire de Saint-Boniface and the University of Winnipeg negotiated to move the female pay line to the male pay line, while the University of Manitoba negotiated to move the female job classes to the male pay line (Table B:3).

- All four organizations identified gender-based pay inequities, encompassing 99% of the female-dominated classes and 99% of the potentially eligible employees whose job classes were assessed for possible pay equity adjustments.

- Overall, 1,954 university employees (88% female, 12% male) in the four universities received pay equity adjustments. This total represented approximately 51.8% of the female workforce and 26% of the overall workforce in these four organizations (Table B:4).

- The average pay equity adjustment per class for these four organizations was $2.01 or 19.7% per hour. Adjustments ranged from 8.9% or $1.08 per hour at the University of Winnipeg to 28.7% or $2.63 per hour at Brandon University (Table B:4).

- According to type of occupation, the clerical groupings, for example secretaries, clerks and bookkeepers represented the majority (66.7%) of classes receiving adjustments with an average adjustment per hour of $1.98 or 18.6%.

- Total payroll cost for pay equity adjustments within these organizations was directly related to the percentage of the workforce receiving pay equity adjustments and the adjustment per class. For

example, Brandon University with 35% of its workforce receiving adjustments had a total payroll cost of 3.6%, while Collège universitaire de Saint-Boniface with 22.6% of its workforce receiving adjustments had a total payroll cost of 1.2% (Table B:4).

- Overall, the average total payroll cost for the four universities implementing pay equity adjustments was 2.33% (Table B:4).

- Pay equity wage adjustments commenced in all four organizations as of October 1, 1988. Parties negotiated the number of years for phasing in the pay equity adjustments. Brandon University and the University of Manitoba chose to phase in the adjustments over four years, the University of Winnipeg negotiated three years, and Collège universitaire de Saint-Boniface negotiated two years.

- More detailed information concerning pay equity implementation and results in universities is presented in the publication Pay Equity Implementation in Manitoba Universities available from the Pay Equity Bureau, Manitoba Labour.

TABLE B:1
UNIVERSITIES UNDER THE PAY EQUITY ACT
AS OF OCTOBER 1, 1986

University	Bargaining Agents*
Brandon University	MGEA, BUFA MFCW, IUOE
Collège universitaire de Saint-Boniface	MGEA, CCSB CUSB
University of Manitoba	AESES, CAIMAW, CUPE CUEW, GCIU, UMDCSA, UMFA, UMPA
University of Winnipeg	AESES, UWFA, UWFA-C

* For listing of bargaining agents and negotiators, see Appendix B.

Source: Manitoba Labour, Pay Equity Bureau

TABLE B:2

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN UNIVERSITIES

PHASE I: OCTOBER 1, 1986 - JUNE 30, 1987

University	Female Employees		Male Employees		Total Employees		Employees in Female Classes		Employees in Male Classes	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total	Number	% of Entity	Number	% of Entity
Brandon University	184	48.8%	193	51.2%	377	5.0%	130	34.5%	148	39.3%
Collège universitaire de Saint-Boniface	46	49.5	47	50.5	93	1.2	23	24.7	12	12.9
University of Manitoba	2,767	43.5	3,588	56.5	6,355	84.4	1,552	24.4	2,268	35.7
University of Winnipeg	324	46.2	377	53.8	701	9.3	205	29.2	202	28.8
Total	3,321	44.1%	4,205	55.9%	7,526	100.0%	1,910	25.4%	2,630	34.9%

Source: Manitoba Labour, Pay Equity Bureau

TABLE B:3

UNIVERSITIES

METHODOLOGIES FOR ASSESSMENT OF GENDER-BASED PAY INEQUITIES

University	Job Evaluation System	Wage Rate ($/hour)	Methodology
Brandon University	Point Factor Hay & Assoc.	Maximum	Female pay line to male pay line
Collège universitaire de Saint-Boniface	Point Factor Designed In-House	Minimum	Female pay line to male pay line
University of Manitoba	Point Factor Hay & Assoc.	Maximum	Female job class to male pay line
University of Winnipeg	Point Factor Hay & Assoc.	Maximum	Female pay line to male pay line

Source: Manitoba Labour, Pay Equity Bureau

TABLE B:4

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN UNIVERSITIES

PHASE II: JULY, 1987 - SEPTEMBER 30, 1988

University	Employees Receiving Adjustments[1] Females Number	Females % of Total Females	Males Number	Males % of Total Males	Number	Total Percent of Entity	Average[1] Adjustment Per Class Dollars	Average[1] Adjustment Per Class Percent*	Number of Years Phasing In	Total Cost[1] Percent of Total Payroll
Brandon University	127	69.0%	5	2.6%	132	35.0%	$2.63	28.7%	4	3.6%
Collège universitaire de Saint-Boniface	21	45.7	0	0	21	22.6	1.35	13.4	2	1.2
University of Manitoba	1,357	49.0	185	5.2	1,542	24.3	2.03	18.7	4	2.8
University of Winnipeg	216	66.7	43	11.4	259	37.0	1.08	8.9	3	1.7
Total	1,721	51.8%	233	5.5%	1,954	26.0%	$2.01	19.7%		

Average Cost = 2.33%

[1]1988

* Represents the average of the percentage increase, not the percentage of the average dollar increase.

Source: Manitoba Labour, Pay Equity Bureau

APPENDIX A

UNIONS AND ASSOCIATIONS INVOLVED IN IMPLEMENTATION OF THE PAY EQUITY ACT IN CROWN CORPORATIONS

AMHSSE	-	Association of Manitoba Hydro Staff and Supervisory Employees
CPU	-	Canadian Paper Workers Union
CUPE	-	Canadian Union of Public Employees
CWC	-	Communications Workers of Canada
IBEW	-	International Brotherhood of Electrical Workers
IWA	-	International Woodworkers Union
MFCW	-	Manitoba Food and Commercial Workers
MGEA	-	Manitoba Government Employees' Association
MHPEng	-	Manitoba Hydro Professional Engineers
TEAM	-	Telecommunications Employees Association of Manitoba

APPENDIX B

UNIONS AND ASSOCIATIONS INVOLVED IN IMPLEMENTATION OF THE PAY EQUITY ACT IN MANITOBA UNIVERSITIES

AESES	-	Association of Employees Supporting Education Services
BUFA	-	Brandon University Faculty Association
CAIMAW	-	Canadian Association of Industrial, Mechanical and Allied Workers
CCSB	-	L'Association des Professeurs du College Communautaire de Saint-Boniface (MGEA)
CUEW	-	Canadian Union of Educational Workers
CUPE	-	Canadian Union of Public Employees
CUSB	-	L'Association des Professeurs du College Universitaire de Saint-Boniface (MGEA)
GCIU	-	Graphic Communications International Union
IATSE	-	International Alliance of Theatrical Stage Employees
IUOE	-	International Union of Operating Engineers
MFCW	-	Manitoba Food and Commercial Workers
MGEA	-	Manitoba Government Employees' Association
UMDCSA	-	University of Manitoba Dental Clinical Staff Association
UMFA	-	University of Manitoba Faculty Association
UMPA	-	University of Manitoba Police Association
UWFA	-	University of Winnipeg Faculty Association
UWFA-C	-	University of Winnipeg Faculty Association - Collegiate Unit